

16 SEP 1981

Date 16/9

ROUTING AND TRANSMITTAL SLIP

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. <u>File / Registry</u>		
2.		
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5.		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

Advised [redacted] on 16/9 that the DDA did not prefer that Contra continue & that Studies remain with the CSI. Also that since CSI will continue it might as well remain in OTE (space, facilities etc. already in being). But it must have support of Agency managers to be effective - with the foregoing it would be just as effective in OTE as anyway. Due to reorganization, NFAE is not a viable option at this pt. [redacted]

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FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
	Phone No.

5041-102

☆ GPO : 1980 O - 311-156 (17)

OPTIONAL FORM 41 (Rev. 7-76)
Prescribed by GSA
FPMR (41 CFR) 101-11.206

STAT

ROUTING AND TRANSMITTAL SLIP

Date

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. EO/OOA	AL	15 SEP 1981
2. ADDA	H	9-15
3. DDA		
4. ED		
5.		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

1-2/3: As far as I am concerned your views have already been presented. May I advise Diane that we still favor the NFAC option & that Contra and Studies should also be raised there?

John

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★ GPO : 1980 O - 311-156 (17)

TRANSMITTAL SLIP		DATE 15 SEP 1981
TO: <i>BOA</i>		
ROOM NO.	BUILDING	
REMARKS: HAND CARRY		
FROM:		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
1 FEB 55REPLACES FORM 36-8
WHICH MAY BE USED.

(47)

DD/A Registry

15 September 1981
EXCOM 81-9051

81-1926

MEMORANDUM FOR: Executive Committee Members

FROM: Robert M. Gates
Director, DCI/DDCI Executive Staff

SUBJECT: Center for the Study of Intelligence

1. In response to Admiral Inman's request at the 2 July Executive Committee discussion on the Center for the Study of Intelligence (CSI), the Office of Policy and Planning formed an interdirector Working Group to consider alternatives for sustaining the Center.

2. The Working Group favored retaining the Center to:

-serve as an in-house think tank where DCI Fellows on 1-2 year rotational tours could conduct long-range research that would contribute to a developing body of literature on intelligence theory, doctrine and practice;

-serve as a resource that could be tapped by Executive Committee members and the Office of Policy and Planning to produce short- to medium-range policy relevant studies (the Director of the Center could initiate short, flexible DCI fellowship tours for this purpose or create short-term working groups, as appropriate); and

-sponsor seminars on topics of interest to facilitate the exchange of ideas, both between specialists from inside and outside the Agency and between mid-level Agency specialists and senior Agency managers to provide each with new insights regarding current and potential intelligence issues.

3. Given the potential functions listed in Paragraph 2, the Working Group weighed the advantages and disadvantages of five organizational alternatives for the Center:

a) Retain in OTE/DDA with the D/CSI specifically charged with establishing an effective, continuing dialogue with Executive Committee principals and the Director of the Office of Policy and Planning (D/OPP).

-OTE has provided excellent administrative support to the Center and has given DCI Fellows an atmosphere conducive to producing long-range, reflective studies.

-Senior managers may be less likely to turn to the Center for topical, relevant short- to medium-range think pieces if it is not an integral part of the policy review process.

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b) Place in the National Intelligence Council (NIC).

-If placed in the NIC, the CSI could benefit from its broader Community viewpoint and its interdirectorate substantive expertise in examining short- to long-range substantive/production issues, such as the relationship between finished intelligence and the foreign policy process.

-The NIC would not provide an appropriate forum for addressing broader management and organizational issues, and senior Agency managers would be less inclined to tap a Community group to analyze Agency issues.

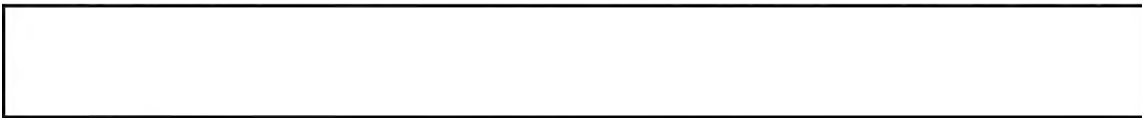
c) Reestablish in NFAC.

-CSI could take advantage of NFAC's analytical resources.

-NFAC shares the disadvantages mentioned above in not providing an appropriate forum for analyzing Agency-wide management issues or providing routine access to the Agency policy review process.

d) Relocate in the Intelligence Community Staff.

-The IC Staff would add a Community perspective to the CSI's efforts to contribute to the profession and literature of intelligence.



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e) Relocate in the Office of Policy and Planning.

-OPP would provide the CSI an Agency-wide forum and access to Executive Committee deliberations and the policy review process.

-The CSI would add another disparate element to OPP's existing mix of disparate functions and could be seen as inappropriate growth of DCI/DDCI area staff.

4. A number of possibilities exist regarding the Center's current responsibilities for publishing Contra (nominally an NFAC publication) and Studies in Intelligence:

-maintain the existing arrangements, whereby the Deputy Director of the Center edits both publications;

-keep responsibility for Contra and Studies within the Center and also add the Agency Historian and Historical Intelligence Collection functions to the CSI's charter to bring together in one place the

Agency's current and historical research on the intelligence profession and its collections of both classified and overt literature;

-return the responsibility for Contra and Studies in Intelligence to NFAC; or

-return Contra to NFAC and assign the Agency Historian responsibility for Studies in Intelligence.

The Working Group believes this issue is separate from the central question of the future of CSI.

5. The majority of the working group believes assigning the CSI to the Office of Policy and Planning holds the most promise for sustaining the work of the Center. (NFAC favors leaving the CSI in OTE/DDA, while DDA favors the NFAC option.) Before making a final decision, Admiral Inman would like to know which of the options in Paragraph 3 you favor and your views on the disposition of Contra and Studies. Please forward your views to me by 21 September 1981.

[Redacted Signature Box]

Robert M. Gates

STAT

Distribution:

- 1 - DDCI
- 1 - D/NFAC
- 1 - DDO
- 1 - DDS&T
- 1 - DDA
- 1 - Compt
- 1 - D/EE0
- 1 - IG
- 1 - GC
- 1 - D/DCI/DDCI Exec Staff
- 1 - [Redacted Box]
- 1 - EXCOM Subject (CSI)
- 1 - EXCOM Chrono
- 1 - ER via ES

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[Large Redacted Box]